



2009 MARKETING PLAN

SUBMITTED BY
THE WEST YELLOWSTONE CHAMBER OF COMMERCE

CURRENT MARKET POSITION

Tourism is not only the foundation of the West Yellowstone economy it is THE economy. For more than a century this community has been helping travelers experience the world's first national park.

As the closest gateway to Yellowstone National Park, West Yellowstone has identified itself as the perfect location for exploring the Park. Sharing a border with Yellowstone and surrounded on all other sides by the Gallatin National Forest, West Yellowstone has become the center for a plethora of activities. Clean air, abundant wildlife, scenic beauty and historical reference all have made West Yellowstone a national and international destination.

West Yellowstone offers visitors an amenities rich, safe platform to remarkable experiences, including wildlife viewing, photography, miles of groomed trails for cross-country skiing and snowmobiling, hiking and biking; fishing, rafting, kayaking and boating to name just a few. There are also a variety of family oriented and culturally rich locations such as the Yellowstone IMAX Theatre, Playmill Theater, Yellowstone Historic District, the Grizzly & Wolf Discovery Center all located in West Yellowstone, and those nearby such as the 1959 Madison River Canyon Earthquake Area, the Nez Perce Trail and Nevada and Virginia Cities.

National Parks are the most popular tourist destinations in the United States. Having the west entrance to Yellowstone National Park a couple blocks from downtown funnels many visitors through West Yellowstone. Unfortunately, many simply pass through and head straight for the Park.

As a gateway to Yellowstone Park, West Yellowstone is subject to the economic ups and downs triggered by off seasons which create a cascade of challenges including cash flow problems and difficulty in maintaining a stable employment base. Two years ago, the number of snowmobiles allowed in the Park was drastically reduced and has impacted the town's winter tourism. 75% of business in the winter is generated by snowmobile, snowcoach and cross-country skiing business. Now the final Record of Decision regarding Yellowstone Winter Use has been issued and it cuts the number of snowmobiles allowed from the West gate by 25%; however, with a decision in place we now know what we have to market. Now, we need to continue to rebuild our winter season focusing on diversified winter recreation products and services.

STRENGTHS AND OPPORTUNITIES FOR SUCCESS

- West Entrance to Yellowstone National Park. As the closest and most convenient gateway community for exploring all of Yellowstone National Park, West

Yellowstone is also increasingly recognized as the most complete gateway offering products and services in an authentic setting.

- Close proximity to Teton National Park and other natural attractions.
- Situated on the primary corridor between Glacier and Grand Teton/Yellowstone National Park. A scenic drive destination. West Yellowstone will be included on the upcoming “Top Ten Northwest Scenic Drives” project.
- Home of the Yellowstone Historic District with four original Union Pacific Railroad Structures, Yellowstone IMAX Theater, the Grizzly & Wolf Discovery Center, The Nez Perce Trail, Virginia and Nevada cities, and the Madison River Canyon Earthquake Area.
- Outstanding natural assets such as mountains, lakes and rivers that allow visitors to escape from the city. Opportunity for greater exposure of these key geo-tourism assets through the Greater Yellowstone GeoTourism map/guide initiative.
- A community of entrepreneurs with their determination, spirit and energy.
- Ideally suited for the geo-tourist with adventure and outdoor recreation such as: camping, fishing, wildlife viewing, photography, geocaching, cross-country skiing, snowmobiling, snowcoach tours, hiking and biking, rafting, kayaking and boating and much more.
- A nationally recognized, well-developed system of winter trails. Increasing recognition and popularity of multi-sport diversification by high value, low impact visitors.
- Authentic mountain lifestyle – main street Montana and friendly people.
- An ideal family vacation spot- affordable, fun, educational, safe, clean, and offers a variety of activities as identified by the Brigham Young University 2007 Research project. West Yellowstone is also perceived as a primary return destination for parents and baby boomers, as well as a place to create memories for families and affinity groups. Close proximity to Yellowstone Park and surrounding recreational activities and assets appeal to small groups of like interests: schools, family reunions, home schoolers, weddings.
- A cache of experienced and knowledgeable interpretive guide and guide services.
- Trends of travelers visiting regional and in-state destinations.
- Growing international recognition.
- Equipped with a conference and convention center to accommodate businesses, trade and other association meetings.
- A plan being developed to increase curb appeal.
- A host of events, some that have been on the calendar for years, those that are in their infancy (such as our Music in the Park) and those that celebrate special times. 2008 will mark West Yellowstone’s Centennial with many plans underway to celebrate including the second year of the 3-year Painted Buffalo Roam program.
- Seasonal airport served by a regional carrier and with a Fixed Wing Base Operator for private planes. New improvements, equipment, and ability to build hangars at airport will attract more private pilots.
- Two additional marketing funds. The Three Bear Lodge Marketing Fund is a contribution to the community for marketing at \$20,000 per year for another three years and the Marketing and Promotion Fund, secured from the local Resort Cities Tax, will generate an estimated \$54,000 per year for promotion of West Yellowstone.

- New and existing partnerships with Island Park, Big Sky, Bozeman, and other gateway communities. Working together we can cooperatively promote events such as “Yellowstone Days.”
- The Record of Decision for Yellowstone/Teton winter use is now in place removing consumer confusion and anxiety about not being able to access Yellowstone in winter.
- Marketing tools that utilize technology including an updated web site (incorporating electronic downloads), a new promotional DVD, and media kit that ties to our website and DVD.

CHALLENGES TO SUCCESS

- The perception that West Yellowstone is only a gateway into the Park and not a destination.
- Stepped up competition from more distant communities attempting to present themselves as preferred gateways to Yellowstone such as Cody, Red Lodge, Billings (with its new TBID funding) and Idaho Falls even though they are much further away.
- Rotating and unknowledgeable front line staff that limits the selling of West Yellowstone as the most complete and convenient solution for visitors.
- Perceived as a “tourist trap” due to our lack of curb appeal.
- Lack of restaurants and nightly entertainment.
- Lacks sophistication, culture, art, sufficient family friendly activities and events.
- Limited marketing and advertising budget.
- Low awareness among visitors about winter activities.
- A community of entrepreneurs, all with their own ideas and who find it less easy to work as a team.
- Increased remote ownership that is not with the Chamber or community initiatives.
- Montana’s low unemployment that makes it difficult to secure seasonal employees.
- Current Homeland Security measures that create barriers for visas for foreign service employees.
- Increased reliance on foreign workers results in communication barriers. English is not their first language.
- Many service staff display a limited knowledge of and appreciation for activities beyond “touring” the park.
- The considerable distance and lack of easy access from major population centers.
 - Trends of travelers toward more frequent, shorter duration trips.
 - Travel decisions being made more “spur of the moment”.
 - Cost for gas
 - Airline access issues with only summer service available in the community. Continued bankruptcies or consolidation within the airline industry resulting in fewer flights and fewer seats.
- The failure of Montana’s legislature to adopt the Scenic Byways, thus precluding such designation in our area.

- National and world events like fires, earthquakes, hurricanes and tsunamis that impact tourism. Additionally, local weather and seasonal conditions (including forest fires, earthquakes, droughts, and floods) that impact traveler routes and length of stay.
- The negative press generated on issues such as the bison and winter use in Yellowstone and Teton National Parks.

COMPETITOR ANALYSIS

Direct Competitors:

Cody, Wyoming

Website: <http://www.codychamber.org/>

Target Audience: Families, Actives, Matures

Slogan: The Man, The Town, The Legend.

Messaging: Cody is what America was, a place where the cowboy culture continues to thrive.

Competitive Advantage: Cody, Wyoming, the eastern gateway to Yellowstone National Park, is a small western town with a big city attitude. They are the only gateway community with two entrances to Yellowstone National Park, and are also the hub for several loop tour drives that access five different Scenic Byways.

The land is wild, the people are friendly and there are great opportunities for outdoor adventure, recreation, education and entertainment. Cody offers varied lodging opportunities, fine dining, world-class museums and western activities.

Jackson Hole, Wyoming “Cowboy Chic”

Website: <http://www.jacksonholechamber.com/>

Target Audience: Families, Matures, Actives, Couples, Affluent

Messaging: A grand playground for all seasons.

Competitive Advantage: Jackson is a popular tourism destination because of its proximity to Yellowstone & Grand Teton National Parks, its unmatched scenic beauty, the world-class skiing, and its authentic Old West feel. Jackson holds 38 Fall Arts Festivals, has over 45 resort destinations and offers a wide variety of restaurants and bars, from authentic western casual to elegant fine dining.

Glamorous Sun Valley, Idaho

Website: <http://www.visitsunvalley.com/>

Target Audience: Families, the Affluent, Matures, Couples

Messaging: Sun Valley is the European-style resort in the West.

Competitive Advantage: Sun Valley boasts itself as the ultimate Western destination that has it all: luxurious ambience, a fabulous skier's mountain with dependable snow, abundant lift capacity, gourmet food, shopping, arts and recreation, rich tradition and history, home of many Olympic athletes and celebrities, and the gateway to one of the most stunning and rugged wilderness areas in the West.

Art galleries and craft shows showcase local talent, theatre groups perform professional pieces in various local venues, and the sounds of symphony and jazz fill the summer's crisp night air and cozy winter nights.

Moab, Utah

Website: <http://www.utah.com/moab/index.htm>

Target Audience: Families, Actives, Couples, Matures

Messaging: From scenic parks to adventure, Moab, Utah offers something for everyone.

Competitor Advantage: Even though Moab is surrounded by Arches National Park and Canyonlands National Park, the biggest draw are the millions of acres of beautiful, craggy, red cliff desert lands managed by the BLM.

Moab is known as the adventure capitol of Utah - offering activities such as mountain biking on Slickrock, off-road trails and the Moab Jeep safari, whitewater rafting down the Cataract Canyon section of the Colorado River, rock climbing challenges and hiking to Delicate Arch.

Moab itself has been converted from a uranium-mining town sporting several hotels and eateries in the 1970s to a town of more than 50 overnight accommodations with an equal amount of dining opportunities. It is a Chamber of Commerce, rural West success story.

Billings, Bozeman and Red Lodge, Montana; and Idaho Falls, Idaho

Target Audience: Same as West Yellowstone's

Messaging: All of these communities are beginning to position themselves as gateways to Yellowstone National Park.

Competitor Advantage: These communities all have greater variety in lodging, dining and shopping opportunities. Most have more dollars to spend on

getting their message out than does West Yellowstone. Red Lodge can now boast the Beartooth Highway as an officially recognized as an All American Road.

Indirect Competitors:

This single biggest indirect competitor to West Yellowstone is lack of awareness. With numerous travel destinations and limited marketing resources, West Yellowstone must position themselves as a unique, memorable and identifiable destination and as THE closest gateway to Yellowstone.

GOALS

1. *Attract visitors by communicating an image consistent with our long-term vision as a vacation destination and one that places high value on existing assets, amenities and natural resources of the region.*

- Focus on the fact that we are THE closest gateway to Yellowstone, the most convenient for touring and playing in Yellowstone
- Focus on our traditional niche activities especially in winter and shoulder season
- Devote more resources in niche markets that have been largely missed opportunities such as private pilots, railroad buffs and bird watchers.
- Increase image as a having historic and cultural sites
- Increase visitation in shoulder seasons
- Expand a destination image
- Foster a positive picture of our community, in touch with environmental concerns
- Retain our traditional markets

2. *Continue to expand our marketing effectiveness by joining our efforts with those of marketing partners.*

As much as our limited budget allows we will continue to partner with Travel Montana and other tourism organizations and entities as we carry on toward fulfilling the goals of the 2008-2012 strategic plan. We will draw upon our private sector marketing partners, too. We understand the value of participating in cooperative activities that help stretch our marketing dollars in new ways and reduce duplication where possible.

We feel we have been somewhat successful this past year in collaborating with tourism partners and cite as examples:

- Teaming with the Three Bear Lodge Marketing Fund to mount an exciting 2008 multi-media “Backyard Campaign” in Salt Lake City and working with the Yellowstone Historic Center to promote the 100th Centennial Celebration.
 - Cooperating with the gateway communities of Cooke City, Gardiner and Livingston to enhance the third annual “Yellowstone Days” a week-long June event.
3. *Continue to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West and spends significant dollars.*

We will use a variety of proven marketing efforts and track those efforts. As always we will promote our close and convenient proximity to Yellowstone, our superb national forest trails for cross-country skiing and snowmobiling in winter; our pristine waters for fly fishers, and our surrounding natural landscape for such outdoor enthusiasts as birders, hikers, biker in the warmer seasons. In every season we will appeal to wildlife watchers.

PLAN SUPPORTS THE 5-YEAR STATEWIDE TOURISM STRATEGIC PLAN

This marketing plan aligns with the state’s 2008-2012 Strategic Plan. Each project application form included with this plan details specific strategic plan items addressed by that project. Projects for this year in general support the following 5-year Strategic Plan items either directly or indirectly:

- Goal 1: Increase four-season tourism revenues through effective marketing and promotions, focusing on high-value, low-impact visitors.
- Goal 4: Enhance and preserve Montana’s culture and history
- Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets.
- Goal 7: Improve Montana’s transportation system for both residents and visitors.

TARGET AUDIENCE

TARGET GEOGRAPHIC MARKETS:

West Yellowstone's primary geographic target markets include *summer* visitors who come from Montana, Idaho, Utah, Colorado, Washington, California and Oregon; and *winter* visitors who come primarily from Montana, Minnesota, Michigan, Wisconsin, Utah, Idaho, Georgia and Florida. If time and money permits, begin to experiment in some of our emerging markets such as Las Vegas and Texas. Through the Public Relation efforts and building our Internet presence, we also want to reach more domestic and international markets.

TARGET PSYCHIC DEMOGRAPHICS:

By creating an emphasis on our abundant natural beauty and its proximity for activities at every level, we intend to develop the creative aspect of our marketing efforts to attract those who value Montana's values. We need to create an allure for those willing to commit their time and resources to less accessible locations and who tend to be high-value, low-impact visitors. These also tend to be environmentally aware consumers—"Sustainable Tourists" or "Geotourists."

TARGET AUDIENCE DEMOGRAPHICS:

1. Family Travelers
2. Active Mature Travelers
3. Outdoor enthusiasts
4. Business Conventions, Group Leaders and Tour Operators

Family Travelers

A30-45

HHI \$40-60K

With children (typically ages 6-17)

Visits mountain destinations in the winter and summer

- More likely to travel during holiday, spring break or summer time periods
- Looking for soft adventure
- Enjoy outdoor activities, hands on experience and tend to visit national and state parks, historic trails, museums and nature areas.

Traditional Family travelers are motivated by several emotions – with guilt being the number one. They work so hard, and there never seems to be enough time to spend with their family. They see a vacation to West Yellowstone as an opportunity to make up lost time; to experience things with

their kids and spouse that become defining chapters in their family story. They think theme parks are a bit too plastic and way too expensive. They like the natural aspect of Montana, the educational component, the fresh air, but most of all they're looking for moments; small interactions within the family that define their commitment and love for each other.

Non-traditional Family travelers such as those who are home-schooled and then, too, those whose families are under school age.

Active Mature Travelers

Adults 55-64

High net worth

Travels 5+ times per year

- Youthful and exuberant lifestyles
- Spend more on travel
- Not hindered by children
- Take longer and more vacations
- Often seek alternative lodging choices such as Bed & Breakfasts, Lodges and Vacation Rentals.

These travelers enjoy visiting historic sites and soft adventures. They travel in shoulder seasons and are drawn to safe communities. They participate primarily in sightseeing, photography, and wildlife viewing. Currently, the majority of leisure travelers are boomers and matures. Boomers started turning 60 in 2006, and thirty-four percent of boomers are already grandparents. Just as this generation is poised to change health care and retirement, they are also changing the way older Americans spend their vacation time. As this generation prides themselves on being more youthful than their parents, this results in matures spending more travel money, engaging in outdoor activities, and taking longer vacations. As a generation that saw the growth of environmental awareness from vision to practicality, most would consider themselves to be geotourists.

Outdoor Enthusiasts

A18-49

HHI \$50,000+

Travel 3 times or more per year for pleasure

Participated in 2+ outdoor activities (biking, hiking, etc.) on vacation

Adventure travelers can also be broken down into segments, depending on the activities they pursue during their vacation.

- Hard adventurers (hiking, backpacking, cross-country skiing, camping, rock climbing, white water rafting, snowmobiling etc.)

- Soft adventurers (fly fishing, snow coach tours, wildlife viewing, etc)
- Adventure seekers (participate in both hard and soft adventure)

Eager to have new experiences to share directly or indirectly with their friends, these travelers almost all pride themselves on their awareness of and care of their environment. These travelers are tech savvy and place high value on recommendations of their social circle.

Business Conventions and Group Leaders and Tour Operators

- Business and Organizational Conventions: participants tend to spend more money and stay longer than the average visitor and they frequently combine business with pleasure by bringing family and friends with them. Additionally, they tend to select more “off-peak” times to be able to contract the best rates and that benefits our shoulder and winter seasons.
- Group Leaders: Especially those within our local area (Montana, Wyoming, Idaho and Utah) are those who influence others’ travel decisions. Their ability to provide “word-of-mouth” advertising within their own organizations and disseminate information is prime reason for attracting them.
- Tour Operators: Especially those who specialize in International FIT and those who have clientele with an interest in nature and outdoor-related tours and the Rocky Mountain West.

MEASUREABLE OBJECTIVES

Our Marketing Plan for 2007-08 measured its success by the following indicators:

1. resort tax collections increase at a greater percentage than Yellowstone gate figures. This would indicate success in creating West Yellowstone as a destination in its own right.

For the nine months of tracking available, the rate of increases in resort tax collections almost directly paralleled the increase in traffic at the West gate reflecting a 13.8% increase. It’s apparent that we still have work to do in creating our “own” destination appeal.

2. increase length of stay measured by those who register at the Visitors Center by two hours.

Records indicated that the average stay decreased by 1 hour and 12 minutes. We believe this may actually be a result of a couple of things:

- *Our Visitors Center was under construction and while door counts remained strong, we only had one location for guests to register as opposed to the previous two.*
 - *International visitation increased and their desire to explore more of an area may preclude longer stays in one community.*
3. increase resort cities taxes by 2% in our shoulder and winter seasons and by 4% overall.
Shoulder season RT was up in October-November by a whopping 20% with October carrying the day. Actually November was down, due to the late snow arrival for our Yellowstone Ski Festival. December through February was up again over last year by 11% and we attribute much of this to the opening of the new Wyndam interval ownership property of 125 units. The spring shoulder season figures are not yet available.
 4. an increase in the total number of businesses paying resort cities taxes by .5%
While we have had a number of changes in ownership, an actual increase in businesses paying resort cities taxes increased by .6%.
 5. increase use of our web site in the number of visitors and length of visit by 30% and in time by another half-minute.
We have measured the months of July through March. After healthy increases in use to our web site following its new design, we experienced a decrease in use as soon as our marketing position went vacant. The ability to add new content on a regular basis is vital to garnering new visitors. In contrast to this, beginning in November we have seen a dramatic increase in length of visit, so that the average time increase was a full minute and 5 seconds. When comparing the number of page views per visitors, that increased early on though began to drop off just as the amount of time spent on the site began to increase. It appears that having our Rendezvous Web Cam up and operating well and the new and easier to use winter trail conditions may have been the differences.
 6. private sector participation in at least two of the projects
Without the part-time marketing staff we had anticipated having, we simply did not have the time to devote to developing these partnerships.
 7. participation with one or both of the new marketing funds in at least two of the projects.
The Town of West Yellowstone Marketing & Promotions Fund did not become available until just recently. We did successfully garner Three Bear Lodge funds for both the World Snowmobile EXPO promotions and for our Spring Campaign in Salt Lake.

Our Marketing Plan for 2008-09 will measure its success by those same indicators (which we have re-listed) and by adding one:

1. resort tax collections increase at a greater percentage than Yellowstone gate figures. This would indicate success in creating West Yellowstone as a destination in its own right.
2. increase length of stay measured by those who register at the Visitors Center by two hours.
3. increase resort cities taxes by 5% in our shoulder and winter seasons and by 6% overall.
4. increase use of our web site in the number of visitors by 12%, and average length of time on the site by an additional 20 seconds.
5. private sector participation in at least two of the projects
6. participation with one or both of the new marketing funds in at least three of the projects.
7. Increase the total number of businesses open in the winter by 2%. This would indicate that we are achieving success in finding new/expanded markets for the changes dictated by the ROD for Yellowstone Winter Use.
8. increase in visitors during the shoulder seasons at our major attractions: the Yellowstone IMAX Theatre, the Grizzly & Wolf Discovery Center and the Yellowstone Historic Center Museum.

ADVERTISING MEDIUMS TO BE USED

PRINT ADVERTISING

We will use this medium in our “Backyard Marketing” project and some in our winter focus. This medium may also be used in our cooperative work with both SkyWest and Frontier Airlines.

DISTRIBUTION

This will be used to assure that our Vacation Guide remains stocked at visitors’ centers throughout the region.

BILLBOARDS

We will again utilize strategic billboard placement for our Backyard campaigns.

PRINTED MATERIALS

This medium will be used to reprint our cross-country ski map/guide that was designed two-years ago. Additionally we are partnering on two different map/guides: Scenic Highways and the National Geographic Yellowstone Geotourism guide.

ELECTRONIC MARKETING

In 2008, we produced a DVD promoting West Yellowstone. The DVD was created using technologies that enable changes and updates. In spring of 2008, we added new

footage featuring winter activities and family travel. We will continue to promote the DVD through physical distribution, as well as making the DVD/specific chapters available on our website. The new Media/Presentation Kit (FY 2008 Budget) will also include this DVD.

MARKETING PERSONNEL

In 2007 we hired a half-time staff person to spearhead projects and ensure consistent progress and message, create strong private and public sector partnerships to expand our marketing resources, explore potential niche markets such as railroad buffs and, as well, market to groups and meetings & conventions. We again include this project. This position is also to work in partnership with two other marketing funds (Three Bear Lodge Marketing Fund and the Town of West Yellowstone's Marketing and Promotion Fund from Resort Tax collections). Early in 2007-08, the person who had excellently fulfilled this position chose to take a full-time position elsewhere. To date we have been unsuccessful in locating a replacement. However, not having this position filled is reducing the effectiveness of our other efforts. We have chosen to continue this position into FY 09 with hiring the top goal. If we are not successful, we will need to consider a different plan.

WEB BASED MARKETING

This medium has been selected because of its increasing populist use and will enhance all of our other marketing efforts. Here we will include:

- Web Page updates: In-House and page/button designs by agency
- Web Marketing: Search engine optimization, electronic newsletters, research done by interns, analytics, development of podcasts and use of streaming video

MARKET DEVELOPMENT

We, along with a number of partners, will seek a US Department of Transportation Grant for our airport. This will allow us to have sufficient research and funding to raise the awareness of the West Yellowstone airport to both consumers and private pilots.

PUBLIC RELATIONS

Several items that have proven effective in the past are included in this medium

- Continue to have a retainer for strategy sessions and viable marketing tools and campaigns
- Development/distribution of up to three press releases annually
- Consultations on matters of opportunity or crises management

**IDENTIFICATION OF PROJECTS AND AMOUNTS
TO ELIMINATE OR REDUCE SHOULD REVENUES
DECREASE BY 10%**

Based on the budget on the following page, West Yellowstone would plan to eliminate and/or reduce the following projects:

Reduce the Backyard Campaign by:	\$4,500
Eliminate the reprint of cross-country ski brochure	\$4,500

West Yellowstone Chamber of Commerce
Accommodation Tax Marketing Budget: Fiscal Year 2009 Draft

Income			Totals
WYM estimated bed tax revenue: 95% of estimated collection		\$86,467	\$136,467
WYM estimated funds not expended from FY 2008		\$30,000	
WYM estimated additional earnings beyond estimate above		\$20,000	

Project Description/Category		Budget	
Marketing Support			\$61,867
Administrative (up to 20% of 95% of estimated collection)		\$17,293	
Opportunity Marketing (up to 10% of 95% of estimated collection)		\$3,000	
Cooperative Marketing (up to 20% of 95% of estimated collection)			
Tourism Advisory Council Meetings		\$1,700	
Marketing Position: half-time		\$26,000	
Guide distribution		\$2,700	
Joint Venture:			
Montana Night		\$300	
Other		\$100	
Support Yellowstone Geotourism Mapguide		\$5,000	
Support Top 10 Scenic Drives		\$5,000	
Crisis Management		\$774	
Consumer Advertising			\$44,900
Snowmobile Multi-Media Marketing		\$10,000	
Backyard Campaign		\$20,000	
Cross-country Ski Multi-Media Marketing		\$6,900	
Market Development: West Yellowstone Airport		\$5,000	
Support Frontier Airlines marketing		\$3,000	
Web page and web marketing			\$18,700
Web Page Updates. In-house & page design by agency		\$12,000	
Web marketing		\$6,700	
Publications / Printed Materials			\$4,500
Reprint of cross-country ski map		\$4,500	
Public Relations			\$6,500
Public Relations firm: (retainer)		\$6,500	

Total Budget Requested

\$136,467

Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: MARKETING SUPPORT:
PART-TIME MARKETING/PUBLIC RELATIONS PERSONNEL

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Approval Requested

 X Final

 Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project.

Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

WYM needs a part-time, year-round marketing/public relations staff person at an average of four hours per day (20 hours per week), whose responsibilities may include but are not limited to:

- With the Marketing Committee of WYM, other interested local representatives and in consultation with the two other local marketing funds (Three Bear Lodge Marketing Fund and the Town of West Yellowstone Marketing & Promotion Fund) to conceive and develop strategies for marketing WYM as a destination.
- Write annual marketing plan
- Develop a network with tourism marketing partners to facilitate to maximize the dollars available for marketing.
- Supervise and/or implement the marketing strategies and projects
- Research and maintain demographic and geographic data in order to most effectively market WYM
- Attend consumer/meeting and convention trade shows.
- Work with area meeting and convention facilities, Travel Montana, Yellowstone Country and other interested parties to partner to market WYM and the surrounding area.
- Maintain relationships with area press and public information officers, write press releases
- Assist with any crises management strategies that may need to be implemented.
- Develop and implement strategies to enhance our web presence.
- Organize and accompany any FAM tours.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

- increase resort tax collections at a greater rate, at least one percent, than Yellowstone gate figures. This would indicate success in creating West Yellowstone as a destination in its own right.
- increase length of stay measured by those who register at the Visitors Center by two hours.
- increase resort cities taxes by 2% in our shoulder and winter seasons and by 4% overall.
- increase in the total number of businesses paying resort cities taxes by .5%
- participation with one or both of the new marketing funds in at least two of the projects.
- private sector participation in at least two of the projects
- participation with one or both of the new marketing funds in at least two of the projects.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.

- Continue to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West and spends significant dollars
- Continue to expand our marketing potential by participating in partnerships with other tourism organizations.

How does this project support the Strategic Plan?

WYM believes that this position actually has the potential to support all aspects of the strategic plan.

Though specifically we would say:

Goal 1.1: Implement highly targeted consumer advertising/promotion campaigns

Goal 1.3: Collaborate with tourism marketing partners to plan/implement priority marketing efforts

Goal 2.1 Attain public policy and citizen support for sustainable tourism and recreation.

Detail pages attached Yes ☐ No ☒

Budget page must be attached for approval.

WEST YELLOWSTONE CHAMBER OF COMMERCE
MARKETING SUPPORT: PART-TIME MARKETING POSITION

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0
TRAVEL:					
Personal Car	\$500	+	\$0	=	\$500
Commercial Transportation	\$500	+	\$0	=	\$500
Meals	\$500	+	\$0	=	\$500
Lodging	\$800	+	\$0	=	\$800
Vehicle Rental	\$1,300	+	\$0	=	\$1,300
TOTAL	\$3,600	+	\$0		\$3,600
OTHER:					
Salary & taxes	\$22,400	+	\$0	=	\$22,400
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	
TOTAL	\$22,400		\$0		\$22,400
REGION/CVB PROJECT TOTAL	\$26,000	+	\$0	=	\$26,000

Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: MARKETING SUPPORT:
DISTRIBUTION OF VACATION PLANNERS

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Approval Requested

X Final

____ Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project.

Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

Demand for West Yellowstone's Vacation Planner by Visitors Centers around the area remains high.

We consider providing information for these guests bound for West Yellowstone as an important part of our marketing efforts. We also increase our level of respect and cooperation because we build relationships with other Chambers and CVB's and we enhance their ability to help guests by providing the requested information.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

- increase resort tax collections at a greater rate, at least one percent, than Yellowstone gate figures. This would indicate success in creating West Yellowstone as a destination in its own right.
- increase length of stay measured by those who register at the Visitors Center by two hours.
- increase resort cities taxes by 2% in our shoulder and winter seasons and by 4% overall.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to expand our marketing potential by participating in partnerships with other tourism organizations.

How does this project support the Strategic Plan?

Goal 1.3: Collaborate with tourism marketing partners to plan/implement priority marketing efforts.

Goal 1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.

Detail pages attached ☒ Yes ☐ No

Budget page must be attached for approval.

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: MARKETING SUPPORT:
DISTRIBUTION OF VACATION PLANNERS

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

DETAILS PAGE

It is our plan to have the following Centers included in this distribution of 10,000 copies of our Visitors Guide. Others may be included as calls are received.

Idaho

Coeur d' Alene
Twin Falls
Malad City

Montana

Big Timber
Big Horn Historic Center
Billings
Broadus
Culbertson
Dillon
Hardin
Red Lodge
Shelby
St. Regis
Wibaux

Wyoming

Buffalo
Cody
Jackson

Utah

Salt Lake downtown
Tremonton
Cove Fort
St. George

WEST YELLOWSTONE CHAMBER OF COMMERCE
MARKETING SUPPORT: DISTRIBUTION OF VACATION PLANNERS

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0
TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0
OTHER:					
US Postal/FedEx & UPS Ground	\$2,700	+	\$0	=	\$2,700
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	
TOTAL	\$2,700		\$0		\$2,700
<hr/>					
REGION/CVB PROJECT TOTAL	\$2,700	+	\$0	=	\$2,700

WEST YELLOWSTONE CHAMBER OF COMMERCE
JOINT VENTURE: YELLOWSTONE NATIONAL GEOGRAPHIC GEOTOURISM MAPGUIDE

	State Tourism Funds	Other Funds	Total
PROFESSIONALSERVICES:			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
TOTAL	\$0	\$0	\$0
MARKETING/ADVERTISING:			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
TOTAL	\$0 +	\$0 =	\$0
TRAVEL:			
Personal Car	\$0 +	\$0 =	\$0
Commercial Transportation	\$0 +	\$0 =	\$0
Meals	\$0 +	\$0 =	\$0
Lodging	\$0 +	\$0 =	\$0
Vehicle Rental	\$0 +	\$0 =	\$0
TOTAL	\$0 +	\$0	\$0
OTHER:			
Joint Venture with Travel Montana:			
Yellowstone National Geographic			
Geotourism MapGuide	\$5,000 +	\$0 =	\$5,000
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	
TOTAL	\$5,000	\$0	\$5,000
<hr/>			
REGION/CVB			
PROJECT TOTAL	\$5,000 +	\$0 =	\$5,000

WEST YELLOWSTONE CHAMBER OF COMMERCE
JOINT VENTURE: TOP TEN SCENIC DRIVES OF NORTHWEST

	State Tourism Funds	Other Funds	Total
PROFESSIONALSERVICES:			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
TOTAL	\$0	\$0	\$0

MARKETING/ADVERTISING:			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
TOTAL	\$0 +	\$0 =	\$0

TRAVEL:			
Personal Car	\$0 +	\$0 =	\$0
Commercial Transportation	\$0 +	\$0 =	\$0
Meals	\$0 +	\$0 =	\$0
Lodging	\$0 +	\$0 =	\$0
Vehicle Rental	\$0 +	\$0 =	\$0
TOTAL	\$0 +	\$0	\$0

OTHER:			
Joint Venture with Travel Montana:			
Top Ten Scenic Drives of the			
Northwest	\$5,000 +	\$0 =	\$5,000
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	
TOTAL	\$5,000	\$0	\$5,000

REGION/CVB			
PROJECT TOTAL	\$5,000 +	\$0 =	\$5,000

Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: CONSUMER MARKETING
SNOWMOBILE MULTI-MEDIA MARKETING

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Approval Requested

 X Final

 Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project.

Narrative must provide enough details that those reviewing can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

WYM knows that snowmobilers continue to be a significant niche market across the snow belt. WYM will use snowmobile publications, regional newspapers and electronic newsletters focusing on our well-groomed system of trails, great powder riding and our World Snowmobile EXPO. Online marketing selected would drive people to the winter landing pages on our web site. As well, we may need to develop at least two press releases to inform this market about the final Record of Decision and how it may affect their visit. Additionally we will want to be prepared to respond with press releases should the lawsuits against the ROD in any way impact Yellowstone Winter Use in the late fall/early winter.

Objectives

- increase resort cities taxes by 2% in our shoulder and winter seasons.
- increase use of our web site in the number of visitors and length of visit by 30% and in time by another half-minute in duration.
- participation with one or both of the new marketing funds in at least two of the projects.

Identify the portions of your marketing plan which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

How does this project support the Strategic Plan?

Goal 1.1.a Expand partnerships with tourism businesses/attractions as co-op partners.
Goal 1.1.b Continue winter marketing, promoting Montana as a superb winter destination.

Detail pages attached ☒ Yes ☐ No

Budget page must be attached for approval.

Organization Name: WEST YELLOWSTONE CHAMBER OF COMMERCE

Project Name: CONSUMER MARKETING
SNOWMOBILE MULTI-MEDIA MARKETING

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

DETAIL PAGES

Potential Newspaper and Magazine Insertions

SnoWest Magazine
Snow Week
Minnesota United Snowmobile Association Paper
Supertrax
SledHeads
Slednecks
Salt Lake Tribune
Salt Lake Deseret News
Boise Idaho Statesman
Idaho Falls Post Register
Spokane Review
Minneapolis/St. Paul Star & Tribune

Potential Online Marketing

Yahoo
Google
SnoWest
Snow Week
SledHeads
Slednecks
Salt Lake Tribune and Desert News
Electronic newsletters

**WEST YELLOWSTONE CHAMBER OF COMMERCE
SNOWMOBILE MULTI-MEDIA MARKETING**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Design & Layout of print, online ads and electronic newsletters	\$3,000	+	\$0	=	\$3000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$3,000	+	\$0	=	\$3000
MARKETING/ADVERTISING:					
Media placement including web	\$7,000	+	\$0	=	\$7,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$7,000	+	\$0	=	\$7,000
TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0

REGION/CVB PROJECT TOTAL	\$10,000	+	\$0	=	\$10,000
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Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: CONSUMER ADVERTISING: BACKYARD CAMPAIGN

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Approval Requested

 X Final

 Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project.

Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The greater Salt Lake City area is an absolute prime market for West Yellowstone. Just 5 to 7 hours distant, it is our nearest large population base. We need to be able to continue to capitalize on the growing trend of visitors taking shorter trips closer to home and develop a “front of mind” awareness in this market.

To that end, we intend to again develop a “backyard campaign” for the shoulder seasons, fall, winter and/or spring. We will again use as many mediums as possible including press releases, billboard, print advertising and radio. This synergetic campaign is designed to capitalize on meshing this media to increase the probability of response. The number of partners we are able to include will determine the final depth of the campaign.

As well, we will continue to encourage our private sector to develop special packages that we can promote and will display on our website

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

- increase resort tax collections at a greater rate, at least one percent, than Yellowstone gate figures. This would indicate success in creating West Yellowstone as a destination in its own right.
- increase length of stay measured by those who register at the Visitors Center by two hours.
- increase resort cities taxes by 2% in our shoulder and winter seasons and by 4% overall.
- private sector participation in at least two of the projects
- participation with one or both of the new marketing funds in at least two of the projects

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Expand our marketing potential by participating in partnerships with private businesses and with other tourism organizations.
- Target our market as accurately as possible.

How does this project support the Strategic Plan?

Goal 1.1: Implement highly targeted consumer advertising/promotion campaigns.

Goal 1.2: Promote Montana to target groups/events, emphasizing off-peak season activities.

Goal 1.3: Collaborate with tourism marketing partners to plan/implement priority marketing efforts.

Detail pages attached ☒ Yes ☐ No

Budget page must be attached for approval.

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: CONSUMER MARKETING
BACKYARD CAMPAIGN

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

DETAIL PAGE

Calendar of event press releases

Timed to potentially match the print ad placement

Print ads: Potential newspapers/tabloids

Salt Lake City

Deseret News

Tribune

Cycle Utah

TUNA News

City Weekly

We will seek to garner advertorial in papers/tabloids selected.

Billboard:

Salt Lake City on I-15, I-80 or I-215 for one month

Salt Lake Traffic Reports

Up to four weeks of 30-word spots in the morning and evening drive times. Minimum of 65 spots per week

**WEST YELLOWSTONE CHAMBER OF COMMERCE
CONSUMER MARKETING: BACKYARD CAMPAIGN**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Design & Layout of billboards and ads	\$3,500	+	\$4,000	=	\$7,500
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$3,500		\$4,000		\$7,500
MARKETING/ADVERTISING:					
Billboard production, mounting and rent	\$8,000	+	\$9,400	=	\$17,400
Print placement	\$5,500	+	\$5,500	=	\$11,000
Salt Lake Traffic Reports: 4 weeks	\$3,000	+	\$5,000	=	\$8,000
TOTAL	\$16,500	+	\$19,900	=	\$36,400
TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0		\$0
OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0		\$0		\$0
<hr/>					
REGION/CVB PROJECT TOTAL	\$20,000	+	\$23,900	=	\$43,900

Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: CONSUMER MARKETING
CROSS-COUNTRY SKI PRINT AND WEB LINKS & ADS

Application Completed by: MARYSUE COSTELLO & SARA HOOVLER

Approval Requested

 X Final

 Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project.

Narrative must provide enough details that those reviewing can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

This campaign has proven itself over the last several years and we see no reason at this time to make any alterations. Our winter season consumer print advertising campaign targeting cross-country skiers will again emphasize both our Yellowstone Ski Festival and the Rendezvous Ski Race. The campaign is seen by the Chamber's Cross-Country Ski Committee as important to keeping West Yellowstone as a destination in the minds of the US ski community.

Creative will be developed with private-sector dollars and placement will be paid for using accommodation tax funds. This project will employ both print ads and web promotion.

Objectives

- increase resort cities taxes by 2% in our shoulder and winter seasons and by 4% overall.
- increase use of our web site in the number of visitors by 10% and length of visit by another half-minute.

Identify the portions of your marketing plan which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

How does this project support the Strategic Plan?

Goal 1.1.a: Expand partnerships with tourism businesses/attractions as c-op partners

Goal 1.1.b: Continue winter marketing, promoting Montana as a superb winter destination.

Goal 1.2.b: Work with local sports groups to attract sport events in off-peak seasons.

Detail pages attached ☒ Yes ☐ No

Budget page must be attached for approval.

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: CONSUMER MARKETING
CROSS-COUNTRY SKI PRINT AND WEB LINKS & ADS

Application Completed by: MARYSUE COSTELLO & SARA HOOVLER

DETAIL PAGE

Print Plan will include

Yellowstone Ski Festival :

Master Skier

- ¼ page color Early Season issue
- Cost: \$650
-

Rendezvous Marathon Ski Race:

Master Skier

- ¼ page color ad Mid Season issue
- ¼ page color ad Race Season issue
- Total cost: \$1300

Cross Country Skier – CCS Racer

- ¼ page b&w ad January/February issue
- Cost: \$625

American XC Event Guide – American Ski Marathon Series

- ½ page color ad
- Cost: \$300

Web plan includes:

Yellowstone Ski Festival:

FasterSkier.com

- Run YSF Logo Ad on Faster Skier homepage: June - November
- YSF banner ad in Faster Skier's banner ad rotation which appears on all article pages. Faster Skier rotates up to 15 banner ads that appear on 95% of the sites pages. One ad appears on each page. The ad does not change until the viewer moves on to another page.
- Press releases posted as featured articles—up to three per month
- Link to YSF website in all emails sent to Faster Skier's mailing list..

SkinnySki.com

- 8 weeks of front page sticker ads plus three feature articles
- July: Front page sticker ad (2 weeks), plus feature article on the festival.
- Fall Campaign: September & October
- Front page sticker ad (1 week)

- Feature article on festival (1 week)
- Front page small banner ad (3 weeks)
- Feature article on festival (1 week)
- Front page small banner ad (2 weeks)

Rendezvous Marathon Ski Race:

FasterSkier.com

- Run RR Logo Ad on Faster Skier homepage: June - November
- RR banner ad in Faster Skier's banner ad rotation which appears on all article pages. Faster Skier rotates up to 15 banner ads that appear on 95% of the sites pages. One ad appears on each page. The ad does not change until the viewer moves on to another page.
- Press releases posted as featured articles—up to three per month
- Link to RR website in all emails sent to Faster Skier's mailing list.

WEST YELLOWSTONE CHAMBER OF COMMERCE
CONSUMER ADVERTISING: CROSS-COUNTRY SKI MULTI-MEDIA MARKETING

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Design /Layout	\$0	+	\$1,700	=	\$1,700
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$1,700		\$1,700
MARKETING/ADVERTISING:					
print placement	\$2,875	+	\$0	=	\$2,875
web placement	\$4,025	+	\$0	=	\$4,025
	\$0	+	\$0	=	\$0
TOTAL	\$6,900	+	\$0	=	\$6,900
TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0
OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
<hr/>					
REGION/CVB PROJECT TOTAL	\$6,900	+	\$1,700	=	\$8,600

Application for projects over \$500

Organization Name: WEST YELLOWSTONE CHAMBER OF COMMERCE

Project Name: CONSUMER MARKETING
SUPPORT: FRONTIER AIRLINES

Approval Requested

☐ Final

☒ Preliminary

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Please explain the need for this project as well as a clear overview of the concept of the project. Narrative must provide enough details that those reviewing can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

Frontier Airlines began flying into Bozeman on May 22nd of this year. We joined the efforts of Gallatin Field, Bozeman and Big Sky to secure this service. We will use this project to become a part of a combined marketing effort to areas served by Frontier that are also our prime markets. This combined effort between Bozeman, Big Sky and West Yellowstone will help assure Frontier's success in Bozeman and leverage our limited dollars.

Objectives

- increase resort cities taxes by 2% in our shoulder and winter seasons and by 4% overall.
- increase use of our web site in the number of visitors by 10% and length of visit by another half-minute.

Identify the portions of your marketing plan which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

How does this project support the Strategic Plan?

Goal 1.1.a: Expand partnerships with tourism businesses/attractions as c-op partners
Goal 1.1.b: Continue winter marketing, promoting Montana as a superb winter destination.
Goal 1,2,b: Work with local sports groups to attract sport events in off-peak seasons.

Detail pages attached Yes ☐ No ☒

Budget page must be attached for approval.

WEST YELLOWSTONE CHAMBER OF COMMERCE
SUPPORT FRONTIER AIRLINES

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0	=	\$0

MARKETING/ADVERTISING:					
Media placement	\$3,000	+	\$0	=	\$3,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$3,000	+	\$0	=	\$3,000

TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0	=	\$0

OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0

REGION/CVB PROJECT TOTAL	\$3,000	+	0	=	\$3,000
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Application for projects over \$500

Organization Name: WEST YELLOWSTONE CHAMBER OF COMMERCE

Project Name: MARKET DEVELOPMENT
WEST YELLOWSTONE AIRPORT

Approval Requested

 Final

 X **Preliminary**

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Please explain the need for this project as well as a clear overview of the concept of the project.

Narrative must provide enough details that those reviewing can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

The Yellowstone Airport, located two miles north of West Yellowstone, is the closest airport to Yellowstone National Park. It is served seasonally, under the Essential Air Service Act, by SkyWest Airlines with 35 passenger aircraft two to three times a day from June 10 through September 30. A strong partnership has developed with the ultimate goal to have this airport open twelve months a year. This project is a beginning step and is designed to have interim benefit while moving ahead toward the final goal. As we create greater awareness of the airport, small groups, meetings, conferences and conventions can more readily consider West Yellowstone as an option. We are particularly excited about this prospect for June and the last ten days of August.

Major partners to date are:

- The Town of West Yellowstone Airport Advisory Committee
- Montana Aeronautics Division of MDT
- West Yellowstone Chamber of Commerce
- West Yellowstone Economic Development Council
- SkyWest Airlines

Additionally there is support from the communities and businesses in Big Sky and Ennis, Montana and Island Park, ID.

The current project is to have the airport apply for a US Department of Transportation Grant designed for marketing and promotion of rural airports. Previous Montana recipients include Butte and Helena. These grants demand a local match of approximately 20%.

The airport is applying for a \$130,000 grant that will include market research and marketing of the airport directed at both private pilots and commercial passengers. We believe this to be an excellent project for accommodation tax dollars.

Grant recipients are announced in early September. If successful, research would begin immediately. Throughout the summer and fall, marketing strategies will be drafted and await research to confirm targets so that by winter the final media plan can be put into play. Before that occurs we would submit the plan for final approval by the Audits & Applications Committee.

Objectives

- increase resort cities taxes by 2% in our shoulder and winter seasons and by 4% overall.
- increase use of our web site in the number of visitors by 10% and length of visit by another half-minute.
- participation with one or both of the other local marketing funds
- participation with private sector businesses.

Identify the portions of your marketing plan which support this project.

- One of our strengths is our seasonal airport. Increasing its visibility and use will respond to our overall goals.
- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

How does this project support the Strategic Plan?

Goal 1.1.a: Expand partnerships with tourism businesses/attractions as co-op partners
Goal 1.2.a: Amplify targeted marketing to attract groups, meetings and conferences.
Goal 2.4: Address policy issues of note through collaborative efforts with stakeholders.
Goal 7: Improve Montana's transportation system for both residents and visitors.

Detail pages attached Yes ☐ No ☒

Budget page must be attached for approval.

**West Yellowstone Chamber of Commerce
Market Development: West Yellowstone Airport**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0	=	\$0
MARKETING/ADVERTISING:					
Media placement	\$3,000	+	\$0	=	\$3,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$3,000	+	\$0	=	\$3,000
TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0	=	\$0
OTHER:					
Support of Research	\$2000	+	\$0	=	\$2000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0
<hr/>					
REGION/CVB PROJECT TOTAL	\$5,000	+	0	=	\$5,000

Applications for over \$500

Organization Name: WEST YELLOWSTONE CHAMBER OF COMMERCE

PROJECT NAME: WEB SITE MAINTENANCE, REVISIONS
AND DEVELOPMENT

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Approval Requested

 X Final

 Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project.

Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

With regular changes and updates to the web site we will maintain current, accurate information for both our visitors and our residents (who are then better able to be our outside sales force!). We encourage search engines to return to the sight, thus maximizing our limited resources. This also involves our ability to make changes that respond to the ever changing alterations in the methods that search engines employ. Using our revised budget, we will devote \$4,000 to this project. We propose to do this in both or either of these two ways:

- Design, develop and implement additional buttons and/or pages to our web site as promotions and opportunities arise.
- Daily maintenance in-house with our own trained staff. WYM has been delighted with the increased ability to keep information up to date. Private sector will still contribute to these costs. We know there is a substantial ability to extend our dollars and our service through this project. Response time for making changes is hours instead of days or weeks.

Objectives

- increase resort tax collections at a greater rate, at least one percent, than Yellowstone gate figures. This would indicate success in creating West Yellowstone as a destination in its own right.
- increase resort cities taxes by 2% in our shoulder and winter seasons and by 4% overall.
- increase use of our web site in the number of visitors and length of visit by 30% and in time by another half-minute.

Identify the portions of your marketing plan, which support this project.

- Attract visitors by communicating an image consistent with our long-term vision as a vacation destination
- Expand our marketing potential by participating in partnerships with other tourism organizations both public and private.
- Continue to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travel s to WYM and spends significant dollars.

How does this project support the Strategic Plan

- Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions.
- Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets.

Detail pages attached Yes ☒ No

Budget page must be attached for approval.

WEST YELLOWSTONE CHAMBER OF COMMERCE
WEB SITE MAINTENANCE, REVISIONS AND DEVELOPMENT

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Design, develop and implement new buttons/pages on web site as promotions and opportunities develop	\$6,000	+	\$0	=	\$6,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$6,000	+	\$0	=	\$6,000
MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0
OTHER:					
Part-time, year-round time of staff trained in the maintenance and updating of our site using Dream Weaver programming.	\$6,000	+	\$0	=	\$6,000.
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$6,000	+	\$0	=	\$6,000
REGION/CVB PROJECT TOTAL	\$12,000				\$12,000

Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: WEB BASED MARKETING

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Approval Requested

 X Final

 Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project.

Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

As we all know, in today's world, the need to have a great website is paralleled by the need to encourage visitation of that site. This project addresses encouragement of visitation to the site. We will do this through several means and thus raise the probability that West Yellowstone will be at least one location selected as part of a Yellowstone vacation.

- Search engine optimization
- Continue to collect emails and collate them into an online database
- Send out electronic newsletters profiling upcoming events, specific specials and "hot deals"
- Seek a partnership with a college to have interns conduct web research specific to our needs
- Perform analytics
- Development of podcasts and use of streaming video

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

- increase use of our web site in the number of visitors and length of visit by 12% and in time by another half-minute.
- increase resort tax collections at a greater rate, at least one percent, than Yellowstone gate figures. This would indicate success in creating West Yellowstone as a destination in its own right.
- increase length of stay measured by those who register at the Visitors Center by two hours.
- increase resort cities taxes by 2% in our shoulder and winter seasons and by 4% overall.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West and spends significant dollars

How does this project support the Strategic Plan?

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions.

Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets.

Detail pages attached ☒ Yes ☐ No

Budget page must be attached for approval.

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: WEB BASED MARKETING

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Detail Page

Search engine optimization

Hire a firm to conduct this for us and through this means attract the search engines.

Continue to collect emails and collate them into an online database

This will be done in conjunction with our electronic newsletters

Send out electronic newsletters profiling upcoming events, specific specials and “hot deals”

Currently we plan this as a quarterly offering and then will increase that for our shoulder seasons

Seek a partnership with a college to have interns conduct web research specific to our needs

We believe we will be able to attract a nearby college program to assist us with our desire to gain research into our current users as market segments and, as well, to enhance our website in areas that need development to attract additional markets.

Perform analytics

This will give us information we need to have in making future decisions on development and expansion of pages within our site. As well it will direct future web based marketing.

Development of podcasts and use of streaming video

We know that this can increase visitation to our site. We will work with both our agency of record to strategize, and, as well work with the company that produced our DVD to reproduce all footage from that project so that we have it readily accessible. This will also involve some training of our current staff to be able to produce and introduce podcasts.

**WEST YELLOWSTONE CHAMBER OF COMMERCE
WEB BASED MARKETING**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Strategy sessions and training	\$1,500	+	\$0	=	\$1,500
Database management	\$750	+	\$0	=	\$750
Search engine optimization	\$340	+	\$0	=	\$340
Analytics	\$500	+	\$0	=	\$500
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$3,090	+	\$0	=	\$3,090

MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

TRAVEL:					
Personal Car	\$400	+	\$0	=	\$400
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$260	+	\$0	=	\$260
Lodging	\$400	+	\$0	=	\$400
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$1,060		\$0		\$1,060

OTHER:					
Newsletter distribution to database for six at \$125 each	\$750	+	\$0	=	\$750
Duplication of all HD DVD footage	\$1,800	+	\$0	=	\$1,800
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	2,550	+	\$0	=	\$2,550

REGION/CVB PROJECT TOTAL					
	\$6,700	+	\$0	=	\$6,700

Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: PRINTED MATERIAL: REPRINT CROSS-COUNTRY SKI MAP

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Approval Requested

 X Final

 Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project.

Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

Our Cross-country ski map has been a real asset both in terms of establishing West Yellowstone as a premier cross-country ski destination and as a guide for visitors who arrive to ski. We printed this two years ago and we want to be able to reprint it with a few, though important updates and corrections.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

- increase resort cities taxes by 2% in our shoulder and winter seasons and by 4% overall.
- increase length of stay measured by those who register at the Visitors Center by two hours.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West and spends significant dollars

How does this project support the Strategic Plan?

Goal 1.1b Continue winter marketing, promoting Montana as a superb winter destination
While not listed as a goal, this project will continue to enhance our relationship with both the USDA Forest Service and the US Park Service. The trails covered by this map are the result of long-time cooperation and commitment from both of these public agencies.

Detail pages attached ☒ Yes No

Budget page must be attached for approval.

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: PRINTED MATERIAL: REPRINT CROSS-COUNTRY SKI MAP

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

DETAIL PAGE

Quantity: 15,000 although this number may change by the time of printing, depending on cost at time of printing.

Size: 18.25 x 13 and folds to 3.69 x 6 to fit in clothing pockets.

Stock: white 80# House Dull Text, recycled paper

Ink: Four color and 2 sided

Distribution: Primarily through our private sector and our Visitors Center although some will also be distributed to area ski shops and taken to consumer shows.

**WEST YELLOWSTONE CHAMBER OF COMMERCE
REPRINT CROSS-COUNTRY SKI MAP**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Updates and corrections	\$1,000	+	\$0	=	\$1,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$1,000	+	\$0	=	\$1,000

MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0

OTHER:					
Printing per detail page	\$3,500	+	\$0	=	\$3,500
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$3	+	\$0	=	\$0

REGION/CVB PROJECT TOTAL	\$4,500	+	\$0	=	\$4,500
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Application for projects over \$500

Organization Name: WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

Project Name: PUBLIC RELATIONS: RETAINER

Application Completed by: MARYSUE COSTELLO & JAN STODDARD

Approval Requested

 X Final

 Preliminary

Please explain the need for this project as well as a clear overview of the concept of the project.

Narrative must provide enough details that those reviewing the application can comprehend or visualize the full scope of the project. Narrative should be a full overview, yet explicit and to the point.

We will primarily use our agency to:

- be available for counsel on issues that require a very short turnaround time (such as fires or a lawsuit that might affect the winter opening of Yellowstone).
- be available for counsel on campaigns to determine the best mediums to be used
- Produce/distribute/minimally track up to three press releases including one for winter to provide information on Yellowstone winter use.

Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

- increase resort tax collections at a greater rate, at least one percent, than Yellowstone gate figures. This would indicate success in creating West Yellowstone as a destination in its own right.
- increase length of stay measured by those who register at the Visitors Center by two hours.
- increase resort cities taxes by 2% in our shoulder and winter seasons and by 4% overall.

Refer to the portions of your marketing plan, which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West and spends significant dollars

How does this project support the Strategic Plan?

A.2 Conduct strategic promotions to attract top priority markets

Detail pages attached Yes ☐ No ☒

Budget page must be attached for approval.

**WEST YELLOWSTONE CHAMBER OF COMMERCE
PUBLIC RELATIONS RETAINER**

	State Tourism Funds		Other Funds		Total
PROFESSIONALSERVICES:					
Consultation time and assistance with campaign implementation and press releases	\$6,500	+	\$0	=	\$6,500
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$6,500	+	\$0	=	\$6,500
MARKETING/ADVERTISING:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
TRAVEL:					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
TOTAL	\$0		\$0		\$0
OTHER:					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
TOTAL	\$0	+	\$0	=	\$0
<hr/>					
<hr/>					
REGION/CVB PROJECT TOTAL	\$6,500	+	\$0	=	\$6,500